



# QuickStudy PMBOK® GUIDE Quick Reference

The PMBOK® Guide identifies principles and performance domains for project professionals and others engaged with projects.

7th Edition

## WHAT'S NEW?

- *Guide to the Project Management Body of Knowledge (PMBOK® Guide)*—This Edition, published by the Project Management Institute (PMI) in 2021, includes *The Standard for Project Management*.
- First principles-based standard for project management.
- Moves away from the more prescriptive process-based approach of past standards.
- Focus is no longer on deliverables and outputs.
- Projects drive outcomes that deliver value to the performing organization as well as other stakeholders.
- This edition includes both principles to guide behavior as well as project performance domains to demonstrate the behavior and create value.

## PMI CODE OF ETHICS & PROFESSIONAL CONDUCT

- Duties, expectations, for individuals in the global project management community.
- Includes both aspirational ideas as well as mandatory behaviors.
- 1. **Responsibility** is our duty to take ownership for the decisions we make or fail to make, the actions we take or fail to take, and the consequences that result.
- 2. **Honesty** is our duty to show a high regard for ourselves, others, and the resources entrusted to us. Resources entrusted to us may include people, money, reputation, the safety of others, and natural or environmental resources. An environment of respect, transparency, trust, confidence, and performance excellence by fostering cooperation—an environment where diverse perspectives and views are encouraged and valued.
- 3. **Integrity** is our duty to make decisions and act impartially and objectively. Our conduct must be free from competing self-interest, prejudice, and favoritism.
- 4. **Humility** is our duty to understand the truth and act in a truthful manner both in our communications and in our conduct.

## KEY TERMS

- Creating values: organizations exist to create value for stakeholders.
- Organizational strategy-driven creation of value through a system of portfolios, programs, projects, and/or operations.
- Value is the ultimate measure of project success.
- Customer request and/or sponsor of the project.
- End user/user of the product, service, or result of the project.
- PMI: global nonprofit professional organization that offers certifications, educational programs, networking opportunities, and other resources for project managers.
- Provides a set of industry-standard guidelines and best practices for project management, including the *PMBOK® Guide*—7th Edition.
- Projects: temporary endeavor undertaken to create a unique product, service, or result.
- Project environment: where the project exists.

Internal Environment	External Environment
Assets, process, data, and knowledge	Marketplace conditions
Employee capability	Regulatory environment
Organizational culture, structure, and governance	Social and cultural influences and issues
Resource availability	—

- Project management: application of knowledge, skills, tools, and techniques to project activities to meet requirements.
- Project manager: person assigned by performing organization to lead project team responsible for achieving project objectives.

## PROJECT MANAGEMENT PRINCIPLES

### Stewardship

- Be a diligent, respectful, and caring steward.
- Responsibly manage project resources, including financial, human, and physical assets, to ensure project:

  - Goals and objectives are met within budget and schedule constraints.
  - Risks are effectively identified and managed.
  - Make ethical and sustainable decisions.
  - Effectively communicate with and engage stakeholders throughout project's life cycle.

### Team

- Create a collaborative project team environment.
- Include the individuals responsible to complete the work of the project.
- Involve people with diverse backgrounds and skill sets who collaborate to meet project objectives.
- Use agreements to define guidelines to enable members to work together successfully.

### Stakeholders

- Effectively engage with stakeholders (individuals or groups that have an interest or concern in the project and its outcome). Can include customers, end users, management, project team, sponsors, and any other individuals or organizations affected by the project or able to influence its outcome.
- Stakeholders can affect the project both positively and negatively.
- Engaging stakeholders supports value delivery.

### Value

- Focus on value, the ultimate measure of project success.
- May be something different for each stakeholder:
  - For the performing organization, value may be financial gain.
  - For others, it may be social good or benefit to customer.
- A business case should include the business drivers, allowing the team to find opportunities to increase potential project value.

### Systems Thinking

- Recognize, evaluate, and respond to system interactions.
- Holistic approach that looks at how items in a system:
  - Work together
  - Work over time
  - Interact with other systems.
- The project team and their ways of working are part of the project system.

### Leadership

- Demonstrate leadership behaviors, which include the ability to influence others and thus influence project results.
- Multiple project stakeholders, including the project manager and individual team members, should demonstrate leadership behaviors throughout the project.
- Leadership, along with personal character, can lead to project success and a positive work environment.

### Tailoring

- Tailor on the basis of context.
- Every project is unique.
- Tailor project elements to provide just enough structure to deliver value.
- Examples of areas to tailor include:
  - Activities
  - Development approach
  - Governance
  - Methods
  - Processes
- Team members should participate in tailoring decisions to fully own ownership of project results.
- Reducing waste in processes, resources, and artifacts is critical to tailoring.

### Quality

- Build quality into processes and products (deliverables).
- Includes the work to maintain quality.
- Product delivered should:
  - Meet acceptance criteria
  - Demonstrate fitness for use (meeting or exceeding customer expectations)
- Processes used should ensure product is delivered in the quickest, most cost-effective way possible.

### Complexity

- Navigate complexity.
- Complexity on projects has multiple sources, including:
  - Human: behaviors, differences in experience and attitudes
  - System: behaviors, dynamic interdependencies
  - Technical: innovations
  - Uncertainty and ambiguity
- To navigate complexity, the project team must continuously evaluate individual project elements and the changing interaction between them.

### Risk

- Optimize risk responses.
- A risk is an uncertain event that may affect the project objectives. May be:
  - Positive: opportunities
  - Negative: threats
- Focus not only on individual risks, but also on overall project risk (effect of uncertainty on project as a whole).
- Stakeholders' different risk appetites and thresholds must be considered.
- Project team should:
  - Increase probability and impact of opportunities
  - Decrease probability and impact of threats.

### Adaptability & Resiliency

- Embrace adaptability and resiliency.
- Projects never proceed exactly as plan.
- Events outside the control of the project manager and organization impact the project.
- Project and project team need to be able to:
  - Adapt: respond to changing conditions
  - Be resilient: absorb impacts and recover quickly.

### Change

- Enable change to achieve the envisioned future state.
- Change takes individuals and organizations from current state to a desired future state.
- Stakeholders may have different appetites for change:
  - Resistance may occur
- Change initiatives work better when stakeholders are fully engaged and motivated to deliver on the change.

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**Syed Aqeel Ahmed Kakakhel**

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*Best Software Practices for the Internet Age* ,1999 The 42 papers workshop and panel discussion reports and tutorials describe efforts to improve standards that could benefit all users in industry government and academia Among the main themes are national software engineering activities systems current standards experience and use of standard

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## **Table of Contents Cite Reference For Pmbok Guide**

1. Understanding the eBook Cite Reference For Pmbok Guide
  - The Rise of Digital Reading Cite Reference For Pmbok Guide
  - Advantages of eBooks Over Traditional Books
2. Identifying Cite Reference For Pmbok Guide
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Cite Reference For Pmbok Guide
  - User-Friendly Interface
4. Exploring eBook Recommendations from Cite Reference For Pmbok Guide
  - Personalized Recommendations
  - Cite Reference For Pmbok Guide User Reviews and Ratings

- Cite Reference For Pmbok Guide and Bestseller Lists
- 5. Accessing Cite Reference For Pmbok Guide Free and Paid eBooks
  - Cite Reference For Pmbok Guide Public Domain eBooks
  - Cite Reference For Pmbok Guide eBook Subscription Services
  - Cite Reference For Pmbok Guide Budget-Friendly Options
- 6. Navigating Cite Reference For Pmbok Guide eBook Formats
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  - Cite Reference For Pmbok Guide Compatibility with Devices
  - Cite Reference For Pmbok Guide Enhanced eBook Features
- 7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Cite Reference For Pmbok Guide
  - Highlighting and Note-Taking Cite Reference For Pmbok Guide
  - Interactive Elements Cite Reference For Pmbok Guide
- 8. Staying Engaged with Cite Reference For Pmbok Guide
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Cite Reference For Pmbok Guide
- 9. Balancing eBooks and Physical Books Cite Reference For Pmbok Guide
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Cite Reference For Pmbok Guide
- 10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
- 11. Cultivating a Reading Routine Cite Reference For Pmbok Guide
  - Setting Reading Goals Cite Reference For Pmbok Guide
  - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Cite Reference For Pmbok Guide
  - Fact-Checking eBook Content of Cite Reference For Pmbok Guide
  - Distinguishing Credible Sources

13. Promoting Lifelong Learning
  - Utilizing eBooks for Skill Development
  - Exploring Educational eBooks
14. Embracing eBook Trends
  - Integration of Multimedia Elements
  - Interactive and Gamified eBooks

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